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SCIENCE

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EDUCATIONAL COSTS

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IN the treatment of the educational institution as an industrial organization several points of view may be taken. That one which looks upon the student as the product of the factory or plant will be here dismissed without discussion as inherently false and as based upon very superficial analogies. In a second light the student may be regarded as the customer who buys the product instruction—possibly education—from the factory of which the workmen are the teachers. These theories, which the present writer has discussed at some length in another place,¹ will be passed over, in order that consideration may be given to a third viewpoint as follows.

The product of the college *considered as an industrial organization* is instruction; instruction in Greek, in chemistry, in mathematics, in history, or in any other subject which is there taught. The workmen of the educational factory fall into two classes: the instructors constitute the class of paid workmen; the students the class of unpaid workmen who may be looked upon, in a way, as apprentices. The product, instruction, can not be made except by the cooperation of the two classes of workmen. The finished product is education, or an education.

The analogy between the industrial plant and the educational institution is by no means as close as is asserted by those who advocate the application of the principles of business management to the college. It may be doubted if there be any instance of

¹ "The College as a Commercial Factory," *Educational Review*, December, 1913.